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MINISTRY OF THE SOLICITOR
GENERAL AND CORRECTIONAL
SERVICES

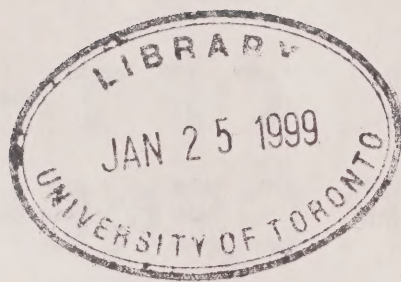
1998-1999 Business plan

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MINISTRY OF THE SOLICITOR GENERAL AND CORRECTIONAL SERVICES

1998-1999 Business Plan



MESSAGE FROM THE MINISTER



**Hon. James
Flaherty**

As Solicitor General and Minister of Correctional Services, I am pleased to present the 1998-99 business plan which highlights our strategies for the coming year. Our goal is to enhance personal safety for all the residents of Ontario. Whether in parking lots or sandlots, on street corners or in streetcars, we have the right not just to be safe but to feel safe. As outlined in the 1998 Ontario Budget, we will dedicate \$150 million to a range of new community safety initiatives designed to get more police officers out of offices and on patrol. Through Community Policing Partnerships with municipalities we will help to hire up to 1,000 new police officers. We will establish a Cadet program for the Ontario Provincial Police which will allow front-line police officers to concentrate more of their time on operational duties, rather than paperwork.

We have established an Anti-biker Gang Squad, which combines the forces of the OPP, RCMP, 16 local police services and the police intelligence community. We will continue to fund local crime prevention and targeted enforcement programs, particularly in the area of rural crime.

We have introduced legislation to help set up community safety zones, which will extend extra protection to areas such as school zones and crossings, school bus stops, day care centres and children's parks.

In the past year, we put into place a new law to prevent convicted criminals from changing their names to hide their criminal records and to allow police to warn communities about dangerous offenders being released from prison. Young offenders are now being held in strict discipline programs that emphasize education and responsibility, not entertainment and recreation. The parole process has been tightened up, resulting in a decrease in crimes committed by parolees.

To respond to the concerns of law-abiding Ontarians, the Legislature will be asked to consider legislation that responds to recommendations of the Crime Control Commission. We will continue to press the federal government to strengthen the *Young Offenders Act*, because their proposed changes fall far short of what Ontario considers necessary.

Finally, I must mention the tremendous effort made to respond to the January 1998 ice storm in the eastern part of the province. Without the efforts of dedicated public safety and security personnel from all levels of government and the public, response and recovery efforts would have taken longer and been less effective. My sincere thanks and best wishes go to all who participated, especially to the thousands of volunteers and businesses who freely donated time and resources to help neighbours in distress. The ministry will continue to make a significant contribution to the government's goal of making this the best jurisdiction in North America in which to live, work and raise a family.

A handwritten signature in black ink, appearing to read 'James Flaherty'.

**The Honourable James Flaherty
Solicitor General and Minister of Correctional Services**

MINISTRY VISION

The ministry's vision for Ontario is a province where safe, secure, and prosperous communities are supported and protected by a modern, effective, and accessible justice system.

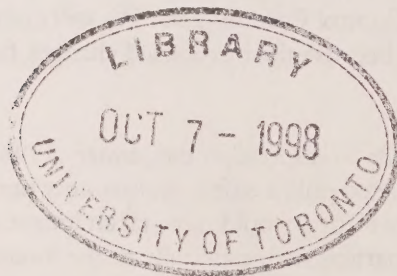
Guided by this vision, the Ministry of the Solicitor General and Correctional Services will work closely with the Ministry of the Attorney General. We will enhance the way we work with our other partners to deliver policing, public safety, correctional and victims' services.

The justice system is being strengthened to improve investigative practices to solve serious crimes more rapidly and effectively. In addition, investments in technology will ensure that accurate, timely, and complete information is available to police, courts, victims and prisons.

Victims will have a stronger voice through additional programs and services and better accessibility to crucial information.

Costs will be lowered and public safety increased in both correctional institutions and in the community.

Local decision-making will be encouraged for both fire and police protection within a framework of province-wide standards.



ANNUAL REPORT ON KEY ACHIEVEMENTS AND COMMITMENTS

1997-98 Achievements

Correctional Services

Last year, the ministry's Correctional Services Division continued to change the way criminals are dealt with in Ontario. Project Tumaround, a strict discipline facility for young offenders, is operating at full capacity. The program includes a standardized code of behaviour, structured days, and well-defined discipline and sanctions. A three-year recidivism study was initiated this year to allow us to accurately measure the success of the program. The daily cost of keeping offenders in Ontario's correctional facilities is higher than any other province. We are addressing the problem by replacing our existing aging and expensive buildings with modern, highly efficient "smart" jails. Retrofits have begun on large detention centres in Toronto, Milton and Hamilton. Sites for new institutions have been identified in Penetanguishene and Lindsay. Prisoner work programs have been significantly expanded so that inmates can give something back to society. Offender participation in highway clean-up crews was up over 60 per cent, from 1,400 days to over 2,300. Young offenders are now included. Through this program, offenders provided assistance with the massive clean-up of the ice storm in eastern Ontario. In this past year the rate at which provincial parolees re-offended was reduced to 2.2 per cent from 3.6 per cent due to tighter parole eligibility requirements.

Policing

Preparation of Ontario's police services for the 21st century continues. The OPP remains among the top police services of equivalent size and scope in Canada. The proportion of front-line officers to managers is among the top 10 per cent in the country. The OPP was above the national average in crime clearance rates. Public complaints are down by seven per cent over last year and there was increased community involvement in crime prevention through the 768 member OPP Auxiliary Unit and 360 active Community Policing Committees. Seven OPP Road Ranger teams were introduced across the province. Since the teams began operating, the OPP reports that deaths on Ontario highways were down by 10 per cent by the end of 1997. The OPP redeployed over 150 extra officers to eastern Ontario to assist in ice storm response and recovery. The ministry made good on its promise to take money that criminals received from their crimes away from them. Assets totalling \$3.5 million have been seized since January 1, 1997, of which \$800,000 was available for reinvestment in front-line policing this year. In order to free-up the funds for reinvestment, a court order is required. Once court proceedings have been completed, more funds will be available for reinvestment next year.

Public Safety

The ministry's Public Safety Division works to enhance the safety of the people of Ontario by bringing the latest scientific techniques to bear on police and fire investigations. It also helps individuals and communities plan to deal with various emergencies.

The Office of the Fire Marshal continues to oversee improvements in fire suppression and prevention practices. There was a marginal increase in the accidental fire death rate in Ontario to 10.2 per million from 10.1 per million. The accidental fire death rate for older adults was unusually high and largely contributed to the increase. In response, the Fire Marshal introduced the "Older and Wiser" program to make seniors more aware of good fire prevention practices.

The government is making strategic investments in public safety to stay in the forefront of the application of technology to the fight against crime. The Centre of Forensic Sciences was able to clear over 350 backlogged police investigations between December 1997 and March 1998 while significantly expanding its capability to use scientific methods to assist in criminal investigations.

Emergency Measures Ontario, which is responsible for emergency preparedness, continues to help Ontario communities prepare to deal with major emergencies. Over 1,900 people have been trained to prepare for emergencies, which exceeds our original commitment, and every request for assistance was responded to, in a year in which the organization played a pivotal role in coordinating government relief response to the major ice storm in eastern Ontario.

Victims' Services

Services to victims of crime continued to be improved and expanded. Programs like the Victims Crisis Assistance and Referral Service (VCARS) served over 100,000 victims representing an increase of 10 per cent. In 1997-98 VCARS was expanded to 20 sites from 12. VCARS operate 24 hours a day, 7 days a week, to provide on-site assistance and emotional support to victims of crime.

1998-99 Commitments

Correctional Services

Work will continue on the new system of cost-effective and secure adult correctional institutions that will significantly reduce per diem costs of incarceration. The target is to reduce such costs from \$120 per day in 1996, the highest of any province, to \$75 per day by 2003, among the lowest. Construction will start this year on the new facilities in Penetanguishene and Lindsay. The strict discipline program for young offenders, pioneered at Project Turnaround, will be expanded across the entire young offender system. Young offenders will be subject to a strict behaviour code stressing zero tolerance for any form of violence, a highly-structured daily schedule including mandatory work, education and physical exercise, and a well-defined incentive system to ensure all privileges are earned. The Prisoner Work Program will increase the number of inmate participation days on road clean-up gangs by 35 per cent.

Policing

The Community Policing Partnership program, which will help municipalities hire up to 1,000 new front-line officers, is part of the government's five-year \$150 million commitment to enhance community safety announced in the 1998 Ontario Budget. Other initiatives include additional funding for the Anti-biker Gang Squad, allowing for Joint Forces Operations with the OPP, 16 local police services and the RCMP, a new OPP Cadet Program and a Rural Crime Prevention Strategy aimed at reducing the break and enter rate in targeted areas by five per cent. The OPP will continue to use enhanced enforcement techniques to promote road safety. The OPP will also meet or exceed national standards for clearing criminal occurrences. Police will continue to seize the proceeds of criminal activity, much of which will be reinvested in front-line policing. Public complaints regarding the OPP will be reduced by 10 per cent.

Public Safety

The Office of the Fire Marshal will expand fire prevention programs to reduce the rate of accidental fires in buildings in Ontario. The Fire Marshal will expand the "Older and Wiser" fire prevention program and start a new "Kitchen Safety" program for seniors because many fires are occurring in the homes of seniors. Over the past five years the rate of accidental fires was 1,400 fires per million population per year resulting in 115 deaths annually; the Fire Marshal will work to reduce this rate. To further improve service in forensic testing, the Centre of Forensic Sciences will reduce turnaround times for tests by 22 per cent by the end of 1998-99. Emergency Measures Ontario will continue to enhance community emergency preparedness in Ontario. Seventy-five per cent of communities will have plans in place, protecting 95 per cent of the population. Two thousand Ontarians will receive training in emergency preparedness and response functions. The response to the ice storm in eastern Ontario will be reviewed and the lessons learned will be used in future planning.

Victims' Services

Our goal is to increase services to victims by a further seven per cent to 107,000 individuals.

CORE BUSINESSES

The ministry is responsible for the following:

Policing - This includes the direct delivery of community and specialized policing through the Ontario Provincial Police as well as training, support and standard setting for all local police in Ontario. The ministry also licenses the private security industry.

Corrections - The ministry provides direct institutional and community supervision to adult offenders sentenced to less than two years and all young offenders ages 16-17.

Public Safety - The ministry is responsible for the Office of the Fire Marshal which investigates accidental and suspicious fires in the province and provides fire prevention initiatives. The Office of the Chief Coroner investigates deaths through coroner's inquests. The Centre of Forensic Sciences undertakes scientific investigation to support criminal and other investigations. Emergency Measures Ontario coordinates the government response to major emergencies and provides ongoing training and support to communities.

Victims' Services - Through the Victims' Services Unit the ministry funds community-based victims' services throughout the province including the Victim Support Line, assistance and referral services, sexual assault centres, and training for the thousands of volunteers who dedicate many hours to helping victims of crime.

KEY STRATEGIES

The ministry's goal is to make Ontario a safer place to live. To do this the ministry supports three overall strategic directions:

- Preventing crime and preparing communities for major emergencies.
- Investigating and providing solutions to crimes, accidental deaths and fires.
- Responding rapidly and effectively to crime and major emergencies and to court orders by providing effective supervision to young and adult offenders in custody and in the community.

Prevention and Preparedness

New legislation is bringing fairness to the way municipalities pay for policing and increases local accountability and control. Local communities will be better able to tailor their law enforcement to local priorities subject to overall provincial standards. As well, municipalities will be offered matching funds to hire up to 1,000 new police officers across the province to ensure increased visibility and enhanced enforcement. The OPP Cadet Program will free up the equivalent of over 160 constables for front-line police work across Ontario. A rural crime prevention strategy has been developed that encompasses break and enter task forces and a cottage watch crime prevention program to better protect the residents of rural Ontario.

To better prepare communities for major emergencies, the government response to the major ice storm in eastern Ontario will be reviewed to build on the lessons learned and ensure an even higher level of preparedness in the event of future similar emergencies.

Investigating and Providing Solutions

Major investment is being made in the Centre of Forensic Sciences to put in place the tools and highly trained people to support criminal investigations with the best that science has to offer. The recommendations of the Campbell Report into the Bernardo investigation and the Kaufman Report into the Morin case are forming the backbone for extensive change and improvement across the justice system.

To further improve our ability to investigate and rapidly solve crime, the government's Integrated Justice Project partnership with a consortium led by SHL Systemhouse will introduce state-of-the-art computer systems to reduce paperwork, improve access to vital information, and ensure that all relevant details are available in a timely fashion.

Responding

The ministry will continue its major investment to transform Ontario's prisons. Within a few years there will be a smaller number of larger facilities that can be operated at significantly less cost, with estimated operating savings of more than \$80 million annually.

To respond to the threat of organized biker gangs and crack down on their criminal activities more money is being invested in the Anti-biker Gang Squad involving the OPP, 16 local police services in Ontario and the RCMP.

KEY PERFORMANCE MEASURES

CORE BUSINESS: Corrections			
Goals/Outcomes	Measures	Targets/Standards	98-99 Commitments
Cost effective and secure institutional services for adult offenders.	Reduced unit costs in new or retrofitted facilities.	Cost per offender to be reduced from \$120/day to \$75/day by 2003. Reduced costs compared to the national average. Ontario will go from being the second highest in Canada to one of the lowest.	Complete retrofits at Toronto detention centres. Begin retrofit at Hamilton detention centre. Sign design/build contract and commence construction at Milton, Lindsay and Penetanguishene.
Have offenders make a contribution to society through community work programs.	The amount of time offenders participate in community work programs.	A year over year increase (targeted annually) in the number of inmate days of participation on road clean-up gangs.	An increase from previous target of 1,400 to 2,300 offender participation days.
Strict discipline programs for young offenders.	Success of the program.	For the first time in Ontario a standard measure will track recidivism/reoffence rates for young offender programs.	To establish a baseline and track reoffence rates over the next three years.

CORE BUSINESS: Policing			
Goals/Outcomes	Measures	Targets/Standards	98-99 Commitments
Safer communities through continuing improvement in OPP crime fighting.	Reported criminal occurrences. Occurrence clearance rates.	Maintain the OPP at or below the national property crime rate. Maintain the OPP at or above the national property crime clearance rate. Maintain the OPP at or above the national violent crime clearance rate.	To meet or exceed the standard.
Safer Ontario roads.	Road fatalities.	Ontario's road fatalities in OPP jurisdictions.	Remain at or below 1997-98 rate.
Increased community involvement in crime prevention.	Extent of participation.	Maintain and support the 768 member-strong OPP Auxiliary Policing Program as the largest volunteer auxiliary police force in the province. Establish Community Policing Committees in all OPP policed municipalities that request them.	Meet or exceed the standard.
Improved customer satisfaction with the OPP.	Results of citizen satisfaction survey. Reduced number of public complaints against the OPP.	Using the Policing for Results (PFR) survey, establish a baseline for satisfaction with OPP services. This will be used as a benchmark in future years.	PFR is new and is being developed. It will provide useful information by Dec. 98. Baseline information will be used as a benchmark in following years. As a transitional target, reduce public complaints against the OPP by 10% (687 last year).
Safer communities with more OPP officers in the community fighting crime.	Ratio of management staff to front-line officers.	Be among the top 10% of similar Canadian police services - municipal, provincial and federal - with the highest ratio of front-line officers to management.	To meet or exceed the standard.

CORE BUSINESS: Public Safety

Goals/Outcomes	Measures	Targets/Standards	98-99 Commitments
Enhance community preparedness to deal with major emergencies.	Number of individuals trained and number of municipalities with effective plans in place.	75% of communities will have plans in place, protecting 95% of the population. 2,000 Ontarians will receive training in emergency preparedness and response functions. A revised master plan, 5 site-specific and 5 municipal plans for nuclear emergencies will be approved and in place.	To meet or exceed the standard.
Reduce delays in forensic testing to assist police investigations and solve serious crime.	Turnaround time for providing reports to the police and lawyers.	Turnaround time reduced by 22% by the end of 98/99.	To meet or exceed the target.
Reduce accidental fire deaths in Ontario through the development of public fire safety initiatives.	Number of accidental fire deaths.	Reduce Ontario's accidental fire rate in buildings. Currently the rate is approximately 1,400 fires/million population resulting in 115 deaths, based on the average of the last five years.	To meet or exceed the target. Expand the "Older and Wiser" fire prevention program. Develop a new "Kitchen Safety" program.

CORE BUSINESS: Victims' Services

Goals/Outcomes	Measures	Targets/Standards	98-99 Commitments
Improved services to victims of crime.	Number of victims served.	Increase by 7% the number of victims served from current baseline of 100,000.	Target 107,000 victims served.

1997-98 MINISTRY SPENDING BY CORE BUSINESS- INTERIM ACTUALS*

Ministry of the Solicitor General and Correctional Services

Operating	\$1,164 million
Capital	\$11 million
	14,770 staff

Policing

Operating	\$531 million
Capital	\$5 million
	6,555 staff

Ontario Provincial Police
Ontario Police College
Policing Standards and Support
Ontario Civilian Commission on
Police Services
Ontario Police Arbitration
Commission

Corrections

Operating	\$527 million
Capital	\$5 million
	7,450 staff

Institutional Services
Community Services
Ontario Board of Parole

Victims' Services

Operating	\$12 million
	20 staff

Sexual Assault Initiatives
Victims Crisis Assistance
Victims Justice Grants

Public Safety

Operating	\$53 million
Capital	\$1 million
	455 staff

Coroners' and Forensic Services
Fire Safety Services
Emergency Measures

Ministry Administration

Operating	\$41 million
(includes IJ strategic investment)	
	290 staff

Administration
Integrated Justice

*PSAAB based

Staff numbers shown are based on full time equivalents.

1998-99 MINISTRY APPROVED ALLOCATIONS BY CORE BUSINESS-PLAN*

Ministry of the Solicitor General and Correctional Services

Operating	\$1,188 million
Capital	\$72 million
	14,685 staff

Policing

Operating	\$544 million
	6,540 staff

Ontario Provincial Police
Ontario Police College
Policing Standards and Support
Ontario Civilian Commission on
Police Services
Ontario Police Arbitration
Commission

Corrections

Operating	\$500 million
Capital	\$72 million
	7,360 staff

Institutional Services
Community Services
Ontario Board of Parole

Victims' Services

Operating	\$15 million
	25 staff

Sexual Assault Initiatives
Victims Crisis Assistance and
Referral Services

Public Safety

Operating	\$52 million
	460 staff

Coroners' and Forensic Services
Fire Safety Services
Emergency Measures

Ministry Administration

Operating	\$77 million
	300 staff

Administration
Integrated Justice

*PSAAB based

Staff numbers shown are based on full time equivalents.

WHO TO CALL

Questions or comments about the ministry's business plan are welcomed and should be addressed to:

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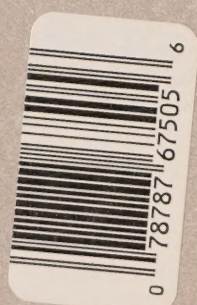
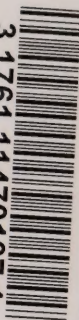
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